



## Syllabus Course Program



# Competitiveness management

### Specialty

073 – Management

### Educational program

Business administration (in English)

### Level of education

Master's level

### Semester

2

### Institute

Institute of Education and Science in Economics,  
Management and International Business

### Department

Management (204)

### Course type

Special (professional), Elective (optional)

### Language of instruction

English

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## Lecturers and course developers



### Nataliia Solopun

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Ph.D. (C.Sc.) in Economic Sciences, associate professor of Management department

Authored and co-authored over 75 scientific and methodological publications. Senior lecturer of courses "Business Communications", "Managerial Psychology", "Academic writing in international business". General information, number of publications, main courses, etc.

<https://web.kpi.kharkov.ua/mto/about/staff/solopun/>

## General information

### Summary

The Competitiveness management course provides knowledge of the theoretical foundations of competitiveness management and the acquisition of practical skills for their effective application in the conditions of a modern economy.

### Course objectives and goals

Formation of future specialists in theoretical knowledge and practical skills regarding the competitiveness management of enterprises in modern economic conditions, assimilation of the main methodological approaches to the analysis of the enterprise's competitive advantages and the competitiveness of goods (services), as well as the main approaches to the development and implementation of programs to increase the competitiveness of the enterprise.

### Format of classes

Lectures, workshops, self-study. Individual assignment (control work). Differentiated grading).

## Competencies

SC01. The ability to select and apply management concepts, methods and tools, including in accordance with defined goals and international standards.

SC09. The ability to analyze and structure organizational problems, make effective organizational decisions and ensure their implementation.

SC10. The ability to manage an organization and its development.

## Learning outcomes

LO01. To reflect on critically, select and apply the necessary scientific, methodological, and analytical tools for management in unpredictable conditions.

LO02. To identify problems within an organization and justify methods for their resolution.

LO06. To possess the skills to make, justify, and ensure the implementation of managerial decisions in unpredictable conditions, taking into account current legislation, ethical considerations and social responsibility.

## Student workload

The total volume of the course is 120 hours (4 ECTS credits): lectures - 32 hours, workshops - 16 hours, self-study - 72 hours.

## Course prerequisites

The prerequisites for this course are knowledge and practical skills, demonstrated by successfully passing the Unified Professional Entrance Exam in Management and Administration (Order of the Ministry of Education and Science of Ukraine No. 157 dated February 11, 2022)

## Features of the course, teaching and learning methods, and technologies

Lectures are delivered interactively with the use of multimedia technologies. Practical workshops use a project-based learning approach, as well as game-based methods, case-based learning, discussions, and problem-based learning. Educational materials are available to students via Microsoft Teams.

## Program of the course

### Topics of the lectures

**Topic 1. The essence of the "competition", "competitiveness", "competitive advantages" concepts.**

The essence and types of economic competition. Evolution of views on competition. Elements of the competition mechanism. Types of competitiveness depending on the level and object of analysis.

**Topic 2. Competitive environment of the enterprise, its main components.**

The main components of the competitive environment. Methods of evaluating the intensity of competition. Indicators of production concentration in the industry. Analysis of competitors' activities. Methodology of construction and interpretation of competitive market map and map of strategic groups.

**Topic 3. Factors ensuring the competitiveness of the enterprise.**

Properties of competitive advantages. Areas of formation and implementation of competitive advantages. Types and sources of formation of competitive advantages.

**Topic 4. The main competitive strategies of the enterprise.**

The system of competitive strategies of the enterprise. General strategies of competition. Basic strategies of competition. Strategies of competitive behavior of the enterprise. Adaptation of the competition strategy to the peculiarities of the market dynamics.

**Topic 5. The system of managing the enterprise's competitiveness.**

Aspects of ensuring the competitiveness of the enterprise. Methods of assessing the level of competitiveness of the enterprise. Competitiveness management cycle.

### Topic 6. Features of product competitiveness management.

Factors, factors and criteria of product competitiveness. Methods of evaluating the competitiveness of products. Basic approaches to managing product competitiveness.

### Topic 7. Social responsibility and competitiveness of the enterprise.

Social responsibility of enterprises, their national specificity, benefits from it for society and for the enterprise. Possibilities of transforming social responsibility into an enterprise competitiveness management tool.

### Topic 8. Development and implementation of programs to increase competitiveness.

The concept of developing and ensuring the implementation of the program to increase the competitiveness of the enterprise. Stages of developing a program to increase competitiveness. Programs to increase the competitiveness of the industry and the country.

## Topics of the workshops

### Topic 1. Competition: essence and types, methods of competition.

Factors and determinants of competitive advantage. Classification and typical factors of competitive advantages of various entities.

### Topic 2. Diagnostics of the company's competitive environment.

Porter's Five Forces Matrix: goals and stages of industry analysis. The sequence of creating a profile of the enterprise's competitive environment. Stages of developing a strategic group map. Key indicators of market monopolization. Competitiveness polygon.

### Topic 3. Methods of assessing the competitiveness of the enterprise's potential.

Indicator method, expert evaluation method, competitive elements set method.

### Topic 4. Formation of competitive advantages of the enterprise.

Types and sources of competitive advantage creation. Areas for the formation and implementation of competitive advantages. Fundamentals of SWOT analysis. Model for forming an enterprise's competitive advantages (BCG Matrix, General Electric-McKinsey Matrix, ADL Matrix). Methodology for evaluating the competitive advantages of an enterprise (Analytic Hierarchy Process (AHP), Ansoff's competitive status assessment method).

### Topic 5. Methods and technology of ensuring competitive advantages of the enterprise.

Customer-oriented approach. Competitor-oriented approach. Product differentiation method. Cost leadership method. Innovation implementation method. Strategies for ensuring the enterprise's competitive advantages: resource-market, technological, social, financial-investment, management.

### Topic 6. Methods of evaluating the competitiveness of products.

Principles and stages of product competitiveness assessment. Main approaches to managing product competitiveness. Criteria model for managing product competitiveness. Product quality control system. Quantitative methods for assessing product competitiveness.

### Topic 7. Corporate social responsibility.

Modern models of corporate social responsibility. Directions for ensuring competitiveness through socially responsible companies. Forecasting the economic result of a company's socially responsible policy.

### Topic 8. Enterprise competitiveness management. Evaluating the effectiveness of modern models of competitiveness management.

Benchmarking. Determination of the integral competitiveness indicator using the desirability method. Graphical interpretation of the enterprise competitiveness evaluation model. Building a model of perfect competition. Main elements of the system for monitoring the enterprise's current competitive position.

## Topics of the laboratory classes

No laboratory classes are included in the plan.

## Self-study

The course involves learning additional materials regarding the lecture topics. Students are expected to perform an individual assignment on assessing the competitiveness of the proposed enterprise and

developing measures to increase it. Additional materials (videos, articles) are also recommended for students' independent study and analysis.

## Course materials and recommended reading

- Porter, Michael E. (1998). *Competitive strategy: techniques for analyzing industries and competitors: with a new introduction*. New York: Free Press.
- Suhail S. Sultan. (2007). *The Competitive Advantage Of Small and Medium Sized Enterprises: The Case of Jordan's Natural Stone Industry*. Maastricht.
- Klaus Schwab, Saadia Zahidi. (2020) *The Global Competitiveness Report Special Edition 2020: How Countries are Performing on the Road to Recovery*. World Economic Forum.
- Jovo Ateljević, Dženan Kulović, Filip Đoković, Mirza Bavčić. (2023). *Business Strategy and Competitive Advantage. A Reinterpretation of Michael Porter's Work*. Routledge.
- Daniels, A.C., & Rosen, T.A. (2014). *Performance Management: Changing Behavior that Drives Organizational Effectiveness*. Atlanta: Performance Management Publications.
- Graham Hooley, Brigitte Nicoulaud, John Rudd, Nick Lee. (2020) *Marketing Strategy and Competitive Positioning*, 7th Edition. Pearson UK. Retrieved from <https://books.google.com.ua/books?id=J63jDwA-AQBAJ&printsec=frontcover&hl=uk#v=onepage&q&f=false>
- James W. Smither and Manuel London, editors. *Performance management: putting research into action* James W. Smither and Manuel London, editors., 2009. – 703 p.
- Dr. Rakesh D, Dr. Iyanda Ismail A., Ms. Sudha Ravishankar, Dr. Mahesh Singh. (2022). *Strategic Management: A Competitive Advantage Approach, Concepts and Cases*. N.p.: Shineeks Publishers. Retrieved from [https://www.google.com.ua/books/edition/Strategic Management A Competitive Advantage/OeXvEAAAQBAJ?hl=uk&gbpv=1](https://www.google.com.ua/books/edition/Strategic+Management+A+Competitive+Advantage/OeXvEAAAQBAJ?hl=uk&gbpv=1)
- Леськів Г. З., Франчук В. І., Левків Г. Я., Гобела В. В. (2022). *Управління конкурентоспроможністю підприємства: навчальний посібник*. Львів: Львівський державний університет внутрішніх справ.
- І.А. Дмитрієв, І.М. Кирчата, О.М. Шершенюк. (2020). *Конкурентоспроможність підприємства: навчальний посібник*. Харків: ФОП Бровін О.В.
- Фоцій М.Д., Фоцій П.М. (2022). *Основні принципи та етапи формування конкурентної стратегії промислового підприємства*. Вісник Національного технічного університету "ХПІ" (економічні науки). Харків: НТУ "ХПІ". URL: <https://repository.kpi.kharkov.ua/handle/KhPI-Press/62734>
- Фоцій П.М., Ковшик В.І., Фоцій М.Д. (2023). *Розробка конкурентної стратегії для промислових підприємств на основі очікуваної результативності діяльності*. Вісник Національного технічного університету «ХПІ» (економічні науки). Харків: НТУ «ХПІ». URL: <http://es.khpi.edu.ua/article/view/305943>

## Assessment and grading

### Criteria for assessment of student performance, and the final score structure

100% final grade is the result of the final assessment (40%) and continuous assessment (60%).

**Final assessment:** final test (10%); presentation of the individual assignment (30%)

**Continuous assessment:** mid-term control (online tests) (30%); problem-solving during the workshops (30%)

### Grading scale

Total points	National	ECTS
90–100	Excellent	A
82–89	Good	B
75–81	Good	C
64–74	Satisfactory	D
60–63	Satisfactory	E
35–59	Unsatisfactory (requires additional learning)	FX
1–34	Unsatisfactory (requires repetition of the course)	F

## Norms of academic integrity and course policy

The student must adhere to the Code of Ethics of Academic Relations and Integrity of NTU "KhPI": to demonstrate discipline, good manners, kindness, honesty, and responsibility. Conflict situations should be openly discussed in academic groups with a lecturer, and if it is impossible to resolve the conflict, they should be brought to the attention of the Institute's management.

Regulatory and legal documents related to the implementation of the principles of academic integrity at NTU "KhPI" are available on the website: <http://blogs.kpi.kharkov.ua/v2/nv/akademichna-dobrochesnist/>

## Approval

Approved by



Head of the department  
Olena PROKHORENKO

August 28, 2024

Guarantor of the educational  
program



Pavlo BRIN

August 28, 2024